

HDS

Hogan Development Survey

The dark side of personality

The Hogan Development Survey (HDS) describes the dark side of personality – qualities that don't show up in interviews, but emerge in times of stress and pressure. These behaviours can disrupt relationships, damage reputations, and derail peoples' chances of success. Thanks to the HDS, you can recognise and mitigate performance risks before they become a problem.

Introduced in 1997, the HDS is the only personality assessment that identifies critical blind spots that lead to career derailment, and that are not described by the Five-Factor Model.

When the pressure's on, the line between strength and weakness isn't always clear – drive becomes ruthless ambition, attention to detail becomes micromanaging. The dark side of personality derails careers and companies, but it doesn't have to. Organisations around the world rely on the HDS to identify derailers that disrupt or interfere with effective performance.

The Hogan Development Survey is a proven assessment tool that uses 11 personality scales to help leaders recognize shortcomings, maximize strengths, and build successful teams.

Scales and Definitions

Excitable - moody, hard to please, emotionally volatile

Sceptical - suspicious, sensitive to criticism, expecting betrayal

Cautious - risk averse, resistant to change, slow to make decisions

Reserved - aloof, uncommunicative, lacking empathy

Leisurely - overtly cooperative, privately irritable and stubborn

Bold - overly self-confident, arrogant, entitled

Mischievous - charming, risk-taking, excitement seeking

Colourful - dramatic, attention-seeking, interruptive

Imaginative creative, but thinking and acting in eccentric ways

Diligent - meticulous, precise, hard to please, micromanaging

Dutiful - eager to please, reluctant to act against popular opinion

HDS Specifics

- 168 true / false questions
- 15- to 20-minute completion time
- Available in more than 40 languages
- Normed on more than 10,000 managers
- No invasive or intrusive items
- No adverse impact
- Online administration

Learn more about the HDS

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